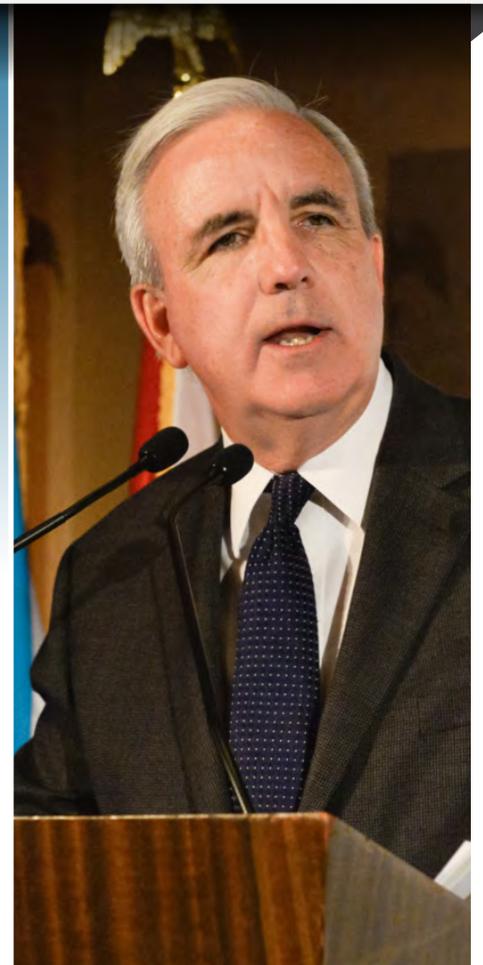




# Miami-Dade County: **DESTINATION FOR BUSINESS**



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# Miami-Dade County:

## The Destination for Business – at Home and Around the World

Miami is many things, and much more than a tourist destination. Companies like Ryder, Burger King, NBC Universal Telemundo, and Amazon have chosen Miami because of its business-friendly environment, access to infrastructure, connectivity, and a multicultural and multilingual workforce that literally speaks to the world.

Miami has gone global.

Today, Miami is a destination for business. Whether for local companies or international commerce, the 34 cities and unincorporated areas that comprise the county are ideally suited for business. Residents hail from some 120 countries; half are foreign born. Residents here speak more than 80 languages. They're working across an increasing number of in-demand sectors, from aviation, technology, healthcare, and life sciences, to manufacturing, global trade and logistics, construction, creative design, banking and finance, and – of course – hospitality, travel and tourism.

Miami has become a center of regional, hemispheric and global trade and commerce. It has 2.69 million people county-wide, according to the U.S. Census, and almost six million within the Miami-Fort Lauderdale-West Palm Beach Metropolitan Statistical Area. This makes the area the nation's eighth-largest metro market, only slightly smaller than Philadelphia

First Prevention & Dialysis Center leadership is honored during The Beacon Council Key Ceremony



and Houston, and larger than Atlanta, Boston, and San Francisco, according to the U.S. Census.

From the downtown corridor and the Brickell financial district, east to Miami Beach, north to Aventura, west to Doral, and south to Homestead and the fringes of the developed county, companies are moving in, moving up, and making their mark.

At The Beacon Council's recent Key Ceremony, 53 companies were officially welcomed to the community by Miami-Dade County Mayor Carlos

Gimenez, City of Miami Mayor Tomas Regalado and other government officials. Companies range from Avenue Planet to Terra's Garden and serve high-paying target industries such as technology and health care.

"These 53 companies are a testament to our world-class community's vibrant economic climate — a climate which allows businesses of all types to grow, expand and succeed. I'm grateful that these companies are choosing to do business in Miami-Dade, and I commend The Beacon Council for its continued success in attracting jobs and investment to the county," says Mayor Gimenez.

As Miami-Dade County's official economic development organization, The Beacon Council is a public-private partnership that since 1985 has assisted almost 1,000 businesses to create more than 64,000 direct jobs and add some \$4 billion in new capital investments.

This supplement showcases and demonstrates the economic impact of companies assisted by Miami-Dade's Beacon Council through its many free and confidential services.

Ernie Diaz, Regional President for TD Bank and Chair of Miami-Dade's

Beacon Council noted, "the competition for business location, relocation and expansion is fierce between communities. Miami-Dade's Beacon Council is aggressively recruiting new companies and working with local companies to expand using Miami-Dade as their launching pad for growth."

**"These 53 companies are a testament to our world-class community's vibrant economic climate"**

MIAMI-DADE COUNTY MAYOR  
**CARLOS A. GIMENEZ**



CEEK Virtual Reality leadership is recognized by county and city officials

ALL STORIES BY JEFF ZBAR | Jeff Zbar (jeff@jeffzbar.com) writes for the *Business Journal's* special reports and awards sections.

## 53 Companies ‘Key’ to Regional Diversification

In early 2016, The Beacon Council honored 53 companies that established or expanded operations in Miami-Dade County at its annual Key Ceremony. Companies representing seven target industries and others: Aviation, Banking & Finance, Creative Design, Healthcare & Life Sciences, Hospitality & Tourism, Technology, Trade & Logistics, received a “Key to the County”. They included:

Air Charter Service	Morrison USA
Amazon	MSH Group
Avenue Planet	Native Flavors
Bauducco Foods	NBC Universal Telemundo Enterprises
Bird Biotech America	PME Port
Brilliant Light Power	QBE Emerging Markets
Bousa Brewing Company	Sankara
Casa de Novelas	Satair USA
Ceek VR	Secuoya USA
Coco Bambu	Showroom Logic
Conergy	Simply Healthcare Plans
Cube Care	Skyroad International
Demundi	Studios VOA Miami
ETC Logistics USA & TGAII	Terra’s Garden
Excelcare	Toac
Filthy Food	Topp Solutions
First Prevention and Dialysis Center	Total Quality Logistics
Grelite	Turq (u) aise
Grupo las Rosas	TUUCI
Heinemann Americas	Univision Interactive Media
Humiclina	Ventura International
Insinet Group	Wayback International Debt Collection
Komuns aka Sapos y Princesas	Westernacher & Partner Consulting
La Siesta	Whitespell
Lasersharp Flexpak Services	Zemsania
Matachana USA	Zummo
MoneyCorp	

## 30 Years of Growing Business in Miami

Miami-Dade’s Beacon Council has helped hundreds of domestic and multinational companies launch, locate and grow in the Miami marketplace. Among the companies assisted and enticed to locate to Miami are:

• Amazon	• Larkin Community Hospital
• BD Biosciences	• Nokia
• Caterpillar	• Porsche
• Cable and Wireless Communications	• Telefónica
• Discovery Networks Latin America	• Terra’s Garden
• Harley-Davidson	• Volkswagen

Among the companies assisted with expansion and retention are:

• Boeing	• LATAM Airlines
• Burger King	• NBC Universal Telemundo Enterprises
• CEEK Virtual Reality	• Ryder System
• Goya Foods	• Sapient
• HBO Latin America	• Univision

# Why Miami: My Perspective

“Miami is such a young, open and welcoming city. There are not the traditional boundaries to entry like other more established cities. It’s the perfect place for young, innovative companies to start, grow and succeed.”

**Jim McKelvey**

Founder of Square and Launch Code

“Our employees have a deep sense of civic responsibility and are very involved in community activities in both Coral Gables and Miami-Dade County. We consider ourselves very lucky to live and work in this South Florida paradise. We are thankful to The Beacon Council for their support.”

**Gaston Comas**

CEO, HBO Latin America

“Despite tremendous competition from around the world to host this customer service center, Miami made the most strategic and financial sense, given our current operations, while providing the additional benefit of allowing Visa to keep these jobs in the U.S.”

**John Partridge**

President, Visa

“Miami’s location at the crossroads of the Americas offers tremendous advantages as a preferred location for airlines based in Latin America, Canada and the U.S. Customers also easily travel in from Europe, Africa, the Middle East and China to conduct training.”

**Sheri Carbery**

Vice President, Boeing Flight Services

“The Beacon Council’s economic development professionals provided critical data and analysis which helped my client choose Miami for their new Latin American Headquarters. They also helped the employees transition into Miami by educating them on our city, schools, residential areas as well. This relocation of their office to Miami-Dade resulted in over 80 jobs and over \$50 million in capital investment in our community...and a very grateful client.”

**Donna Abood**

Principal and managing director, Avison Young Commercial Real Estate.

# Economic Development at Work

Economic Development is the implementation of programs, policies, or activities that seek to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable and resilient tax base.

## LATAM Airlines Group Lands HQ Expansion at Miami Int'l Airport

LATAM Airlines Group had been flying into Miami International Airport since the 1950s. So when the parent of the six commercial airlines and cargo carrier sought to grow its international presence and open its first maintenance hangar in the U.S., executives could think of no better place to call home than Miami.

After all, beyond its status as a hub for global air traffic, MIA's existing aviation infrastructure and its highly skilled, multilingual workforce would make it the perfect destination for LATAM's new 97,000-square-foot maintenance hangar.

But making the hangar a reality took creativity.

The company was working with MIA

to find a perfect site. They finally identified an old mail facility right off the runway, but certain infrastructure upgrades were required. The Aviation Department and LATAM turned to the economic development experts at Miami-Dade's Beacon Council to put together a funding package to make the new hangar financially feasible.

The Beacon Council identified and accessed a Florida Department of Transportation fund typically used for public access roads and applied it to build a taxiway to connect the site to the runway. This novel approach helped to close the funding gap and make the expansion a reality.

"Providing new jobs to the community is an important value proposition," says Pablo Chiozza, senior VP LATAM Airlines Group for USA, Canada and Caribbean, who worked closely with The Beacon Council to see the project through. "If I described The Beacon Council's role in one word, they were an 'enabler'. They connected us with authorities at the airport and the FAA to develop this huge project. They helped with the whole process."

LATAM also worked closely with Miami-Dade County and Enterprise Florida, the state's economic devel-

opment organization. Inaugurated earlier this year, the facility provides service, maintenance, and repair to all of LATAM's airlines, as well as its cargo business unit. The company also recently received a certification for cargo ground operations and facilities.

The new hangar brings 100 new high-wage jobs and \$15 million in new capital investment to help the company handle its growing cargo volume more cost-effectively.

With its new hangar, LATAM has expanded its regional presence and grown its cargo and passenger capacity in Miami. What's more, LATAM Group's 430,000 square feet of facilities include offices, import and export terminals, warehouses, and 90,000 square feet of cold storage for the growing flow of flowers, produce, and seafood coming through South Florida. In all, the company employs 1,200 people across the local community, Chiozza says.

"Every company has unique needs," says James Kohnstamm, The Beacon Council's aviation industry specialist. "Our job is to find the right programs and financial packages to help them meet their business goals."

## Lured to Leave, TUUCI Keeps Umbrellas in South Florida Sunshine

Dougan Clarke looks around at TUUCI, the commercial umbrella manufacturer he's built in his Miami neighborhood, and wonders why he'd ever leave.

But facing heavy pressure and financial incentives from economic development leaders from North Carolina who were aggressively recruiting the company to relocate north, it wouldn't have been a stretch to move. The Carolinas are well known for quality furniture manufacturing, and TUUCI's high-end, marine-quality umbrellas, cabanas, lounges, and other shade structures are enjoyed at many of the world's leading resorts, hotels and restaurants.

### Miami-Dade County At a Glance

	COLLEGE/UNIVERSITY ENROLLMENT	DEMOGRAPHICS IN ETHNICITY AND AGE	TOP PRIVATE EMPLOYERS
County Founded: 1836	More than 240,000 students enrolled in colleges and universities in Miami-Dade County.	Median Age: 39.3 years	University of Miami 13,864
County Seat: Miami		White: 2.05 million	Baptist Health South Florida 13,369
Population: 2.69 million	LANGUAGES	Black: 515,000	American Airlines 11,773
New Business Starts: 1568 (2013-2014 Census county business patterns)		Asian: 52,124	Mount Sinai Medical Center 3,402
Workforce: 1,316,809		Other: 73,803	Florida Power & Light Company 3,011
Number of students in K-12: 355,912 (M-DCPS)	72% of population speak a language other than English at home, including Spanish, Creole, Portuguese, Russian, and others	Hispanic or Latino of any race: 1.72 million	Nicklaus Children's Hospital 2,991

In the end, the home-grown company decided to stay in the Miami sunshine. Built with a capital investment of \$1.25 million, the company's new 100,000-square-foot facility in Miami-Dade County eventually will create dozens of new jobs and retain the 204 positions Clarke and his team have nurtured since he began creating umbrellas in a boat shop and founded the company with his first seamstress 17 years ago in a small warehouse on Brickell Avenue.

"Once a month we get a call from a different state trying to sell us on their economics," says Clarke, CEO and chief product architect at TUUCI, short for The Ultimate Umbrella Company, Inc. "But nothing can beat what we have here."

Along with Enterprise Florida and Miami-Dade County, The Beacon Council worked with Clarke's team in finding the right site for his growing business, and amassing a package of state and local incentives (QTI), a performance-based tax rebate incentive. The Beacon Council's specialists helped TUUCI determine its eligibility and apply for and win incentives for the full-time jobs that will be created over the next three years.

"We work hard to protect our local companies from recruitment by other communities," says Larry K. Williams, President & CEO of Miami-Dade's Beacon Council. "It's not an either or proposition — we must keep great companies like TUUCI and be as or even more aggressive about bringing in new ones."

Staying in Florida kept TUUCI a member of the state's advanced, thriving, and diverse manufacturing sector. For their part, Clarke's employees operate milling and other manufacturing machines, perform rapid prototyping with 3D printers, and handle research, development, and product testing.

The 18,600 or so other manufacturers that call Florida home employ nearly 321,000 workers. Aside from the economic incentive package that kept TUUCI here, Clarke also enjoys what other employers have found: a diverse, multilingual labor pool; a cost-competitive climate, including a favorable tax structure with no state

personal income tax; and the quality of life Clarke grew up enjoying.

The calls keep coming, but TUUCI, which also has facilities in Holland and Vietnam, is staying in Miami.

"We are part of an increasingly globalized economy. My competitor is not up the road. They're in Turkey, Hong Kong, Asia," says Clarke, whose factory is in a Miami neighborhood he calls "the United Nations." "The culture and creativity that comes from the talent we have here, and the confluence of the different cultures here, provides us a unique pool of talent we just wouldn't find anywhere else."

## Miami Becomes Telemundo's Media Hub

When Spanish-language television network Telemundo broke ground in February 2016 on its \$250 million media production center, it did more than launch what will become the region's largest such facility. It promises to transform Miami's role in the TV industry and secure Miami's place as one of the top Spanish language media hubs in the United States.

Working with The Beacon Council and state agencies, the Spanish-language subsidiary of NBCUniversal and Comcast Corp. will retain and create 1,300 jobs with average annual salaries of \$89,000. The new studios will produce programming including novelas, news, and sports shows from Miami. Once it opens in 2018, the facility will be open to public tours, like those at parent NBC's 30 Rockefeller Center in New York, says Cesar Conde, chairman of NBCUniversal Telemundo Enterprises and NBCUniversal International Group. In all, the facility will boast annual economic impact of at least \$300 million.

"There was a nationwide search for a place to be our headquarters," Conde said at the time. "We felt that Miami-Dade County and Miami was a unique place to grow our business for years and decades to come."

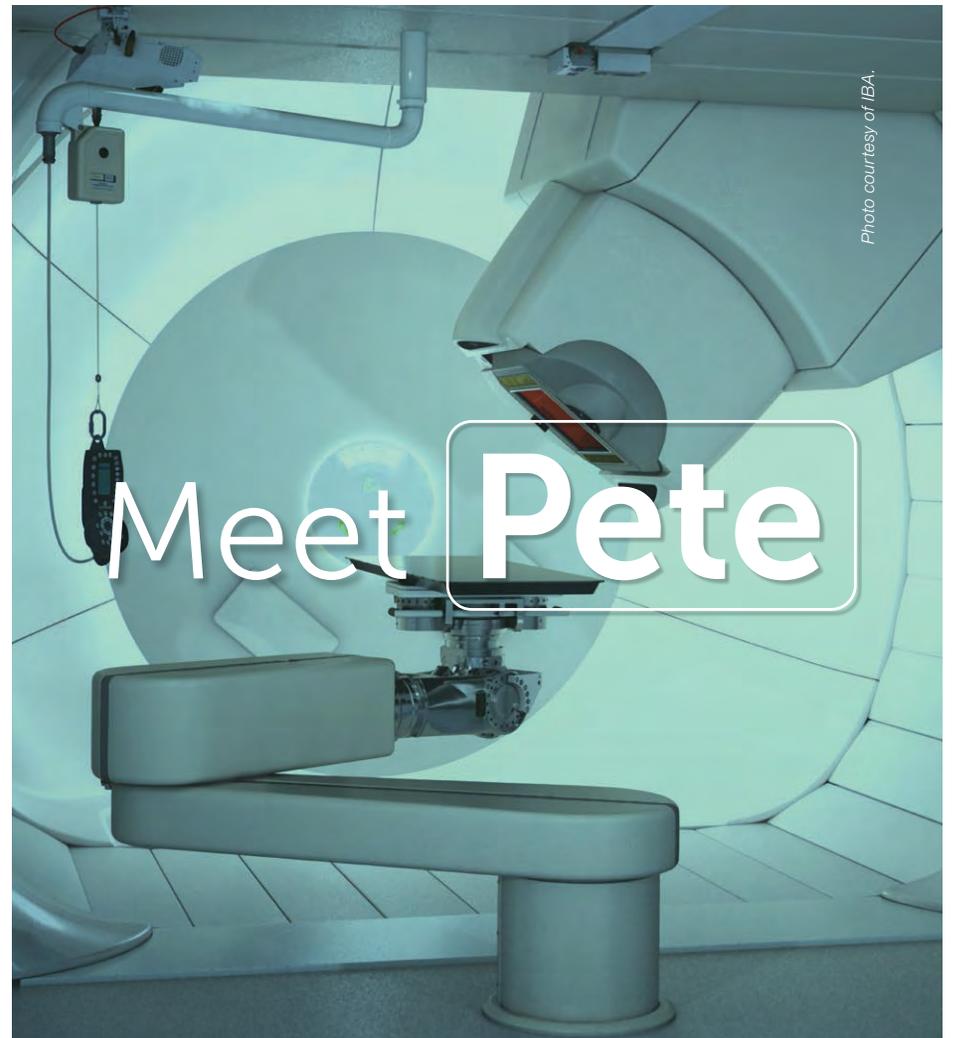


Photo courtesy of IBA.

## The future of cancer care has arrived

Introducing South Florida's first and only proton therapy cyclotron: a 220-ton cancer fighting machine affectionately nicknamed **Pete**, as a way to humanize the otherwise intimidating process of proton therapy. Considered one of the most promising breakthroughs in cancer care, proton therapy is a cutting-edge treatment that precisely targets cancer cells while sparing healthy tissue and resulting in fewer side effects. **Pete's** new home, Miami Cancer Institute's proton therapy center will be open for treatment in 2017.

That's a giant step forward in the fight against cancer.

Become a Miami Cancer Institute champion of cancer research and treatment by donating at [MiamiCancerInstitute.com/ProtonTherapy](http://MiamiCancerInstitute.com/ProtonTherapy), and together we can change the future of cancer care for good.



**Miami Cancer Institute**

**BAPTIST HEALTH SOUTH FLORIDA**

A not-for-profit organization supported by philanthropy and committed to our faith-based charitable mission of medical excellence. For giving opportunities, visit [BaptistHealth.net/Foundation](http://BaptistHealth.net/Foundation)

# Business-Friendly Climate Makes Miami Feel Like Home

John Schappert couldn't create a more business-friendly community if he and his team tried to conjure it up in a computer game.



**John Schappert,**  
Shiver Entertainment

Schappert, founder of digital gaming start-up Shiver Entertainment, is a Miami native who's founded and worked with some of

the world's leading brands in free-to-play mobile, tablet and PC video games. But after working in Canada, Seattle, Silicon Valley, and Orlando on such games as FIFA, Call of Duty, and Guitar Hero, he decided to explore the possibility of bringing his business to Miami.

Today, his company – named after the word for a pack of sharks – is in its new production and development facility. The company has added 25 employees and will make \$2.35 million in new capital investment within three years. He lauds state and community economic development leaders who helped not only with state incentives, but labor and training, business contacts and referrals, and general community information.

For Shiver and a host of companies, Miami-Dade County's welcoming and "business friendly" environment helps ease the transition, especially for newcomers arriving from across the U.S. or around the globe. Few other communities have the combination of accessible business leaders, a pro-business government, strong partnership services from economic development and chamber organizations, Florida's favorable tax climate, and a deep network of connected executives willing to help newcomers succeed.

For example, Shiver's need for non-traditional office space narrowed his choices of locations. Gamers play 24/7-365, he says. So he needed office space with 'round-the-clock AC – some complexes power down AC units overnight. He needed plenty of parking, and nice aesthetics. Working with economic development leaders and an incentive package, Schappert found his site in the former Virgin Mega-store in the Shops at Sunset Place in South Miami.

"The business leaders here were very helpful. We talked about space and locations. They introduced us to local colleges. They were great in getting us started," says Schappert, a Miami Dade College graduate who now finds employees from his alma mater, as well as the University of Miami and Florida International University. "In California, you're competing for all the same talent with all of these companies, paying crazy California wages and taxes and that cost of living."

He's not alone. Another recent transplant was Universa Investments, an investment management firm that decided to move its international headquarters from California to Coconut Grove. The company joins a growing number of hedge funds, mutual funds, and private equity firms making their mark in one of the the country's largest banking and finance regions.



**"Filthy" Daniel Singer, Josh Lucas, and Marc Singer, Filthy Foods**

Another company enjoying the business benefits of Miami-Dade County is Filthy Foods. The manufacturer of premium cocktail garnishes began its operations with production in Chicago and warehousing in New York. As the company grew, they needed to be in a business climate where they could take Filthy Foods to the next level, says CEO Daniel Singer.

It helped that some of its largest customers and prospects, from cruise industry leader Carnival Corporation to some of the top restaurant brands, are nearby, he says. With more than \$1 million in new capital investment, the company in 2015 opened its new facility in Miami Gardens.

Singer counted the ways he finds be-

ing in Miami good for business. He's 20 minutes from PortMiami – and even closer to Miami International Airport, which eases distribution. He found a solid employee base that's loyal and eager to learn. Partnering with economic development leaders from Miami-Dade's Beacon Council opened a vast network of potential partners and prospects to Filthy Foods, he says.

"There's an incredible sense of community. Business people in Miami are happy to share resources and information," he says. "A lot of times you feel there's a lot of layers to getting things done. You just don't get that at all in Miami. You have common interests, you meet for lunch or a cocktail, and you can get stuff done."

If anyone might have faced challenges moving to Miami, it could have been Nora Kurtin. As founder and CEO of successful Spain-based children's activities developer and media company Sapos y Princesas (frogs and princesses) Kurtin wanted to bring her concept to the U.S. Successful in Spain, she was nervous about what her U.S. start-up, Komuns, would find.

What she found when she arrived in 2012 were open arms. Local economic development organizations helped Kurtin feel welcome and informed. Through an introduction via a sister program in Madrid, Kurtin contacted Miami-Dade's Beacon Council to learn about networking events and potential leads.

"Spain is our #1 investment partner and has been for many years. Our recent business development mission to Barcelona and Madrid really opened my eyes to the opportunities between Miami and Spain," says Ernie Diaz, Chair of The Beacon Council and Regional President for TD Bank in Florida.



**Nora Kurtin, Sapos y Princesas**

Kurtin learned how to register her business, and met accountants and legal advisors. Komuns found an office at a co-working space in Wynwood. As the company's needs grew, Kurtin applied for and was accepted into start-up incubator, Venture Hive.

There, she participated in the accelerator program, which introduced Kurtin to investors, advisors, and other prospective partners, as well as learning "the American way" of doing business, she says.

Her family-oriented programs have successfully tied into other, highly popular local events unique to Miami. She connected with the Arts & Business Council, which seeks to connect businesses with the county's billion-dollar creative arts economy. Her "Art in Komuns" hands-on, interactive family art experience debuted at Art Basel as a way to make the global art exhibition more accessible to families.

Kurtin sees similarities in Miami that she hopes will lead to stateside success.

"Culturally, Miami is very similar to Europe and Latin America, but it has all the American systems in place," says Kurtin, whose company was officially welcomed with a "Key from Miami-Dade County" during a Beacon Council event. "I've been in business for 11 years and we had never received anything. That shows how much the system here wants you to be an entrepreneur and impact the community. They made it very easy to adapt when you're coming from somewhere else."

# Trade & Logistics

## A Community Built by Planes, Trains & Ships

Asked about the role trade and logistics have played in growing Miami's global presence, Gary M. Goldfarb cites the title of a classic rock song.

"We built this city," says Goldfarb, chief strategy officer at Interport Group of Companies, a Miami-based supply chain management company and foreign trade zone. Goldfarb also co-chairs The Beacon Council's Trade & Logistics industry committee with Charlotte Gallogly of World Trade Center Miami.

Some markets have components of trade and logistics, whether an airport, a seaport, or logistics operations. Few have the full package that 1,500 trade and logistics providers can deliver. In fact, only New York has more, he says. Today, one in five jobs in Miami-Dade County is connected to this industry.

"The ports, the logistics, the buyers and the sellers, the community is here," he says. "If you look at all of those components, you see the reason we exist."

From planes and trains, to a larger cargo vessels, Miami is part of dynamic trade and logistics hub. PortMiami recently completed a \$1 billion capital improvement project. Miami International Airport has increased its runway capacity, and boasts 3.4 million square feet of warehouse, office, and support space. The South Florida



South Florida Logistics Center

Logistics Center, located adjacent to Miami International Airport, features rail connectivity to PortMiami, Port Everglades, and Florida East Coast Railway's intermodal yard.

The industry is taking notice, says David Bouchard, president of Flagler Global Logistics, which owns the South Florida Logistics Center. The facility covers 200 acres and will feature nearly two million square feet of Class-A warehouse and distribution space at full build out. It also features fumigation services, cold chain treatment capabilities for perishables, and various value-added services.

"Trade has certainly been a driving force behind South Florida's rise in economic prominence," he says, noting it will only grow with Panamax vessels calling on both PortMiami and Port Everglades to the north. "The ultimate goal is to have more goods pass through the canal and transit to Florida and the Southeast through both ports more efficiently."

Miami International Airport has grown

as the region's trade importance has grown, says Peter Cerda, Regional VP for the Americas with the International Air Transport Association (IATA). The group consolidated its presence in Miami to better assist airports and carriers throughout the region, including shipping companies like FedEx, UPS, and LATAM Airlines Group.

"Regardless of whether you're a passenger carrier or shipping goods, Miami is strategically positioned in providing the right services no matter what type of client you are," Cerda says. "From this one spot, you can be in any part of the world. From logistics, Miami is a key international cargo hub. If you're setting up your logistics operation here, your reach will be very extensive."

South Florida has long-been considered a gateway for trade with Latin America and the Caribbean, notes Bouchard. With every new plane, train, and cargo ship, that's changing.

"With the many private and public investments made to improve the entire logistics infrastructure, coupled with the Panamax effect, the region is poised to become a strategic pivot point for trade for Europe and Asia as well," he says. Miami has gone from gateway to Latin America to global gateway and from tourist destination to business destination. "It's not just tourists that will be flocking to South Florida anymore."

## Boeing Creates Training Hub in Miami

In a building on the north side of Miami International Airport is a facility that draws thousands of visitors each year – and generates some \$10 million in economic impact.

The Boeing Company's Flight Services Miami campus is home to 17 full-flight simulators, each costing between \$9 million to \$15 million. Boeing has run the training center in Miami since 2000. Yet, several years ago decided to consolidate its North American flight training operations in the single 134,000-square-foot center, says Martin G. Schaaf, Boeing's Miami-based campus manager.

Why Miami? MIA is a flight hub of the Americas – easily reached by customers from Europe, The Middle East, and Africa. This makes it more cost-effective and closer than its former site in Seattle.

The \$100 million investment was expected to bring in 5,000 students a year. It's bringing in 1,000 a month and generating 50,000 hotel nights a year, Schaaf says. A new 350-room hotel is slated to rise across Northwest 36th Street from the center. Thousands more visitors drop by to shop in Boeing's on-site gift store.

Why the big numbers? Like the aircraft maker's other training centers in London, Singapore, Shanghai, Brisbane, Melbourne, and Moscow, Miami trains flight crews on Boeing's various aircraft. What the other centers don't have, he admits, is the allure of Miami for its 150 different customers.

"People like coming to Miami to train," he says. "It's a very strategically located place for the Americas."

### MIA AT A GLANCE

Whether for passengers or cargo, Miami International Airport is a busy, global destination – and is the state's leading economic engine. MIA serves...

- 100-plus air carriers generating annual business revenue of \$33.7 billion.
- Some 44 million passengers in 2015, second for international traffic only to New York's JFK International.
- 2.1 million tons of airfreight, including 1.08 million tons in international cargo, including the most fish, flowers, and fruits of any U.S. airport – and top 10 globally.
- As a Foreign Trade Zone Designation, with 41% of freight handled at MIA headed from one country to another with Customs and tax related advantages.
- A growing pharmaceutical trade as the world's second IATA-certified Pharma Hub, with temperature controlled logistics, manufacturing and servicing of pharmaceuticals topping \$3.28 billion in 2014.

### PORTMIAMI AT A GLANCE

PortMiami's reputation as the "cruise capital of the world" only tells half its story. The cruise trade...

- Is home to 42 ships from 18 cruise brands
- Welcomed 4.9 million passengers in 2015
- Will see new ships and itineraries from Norwegian Cruise Line, Carnival Cruise Line, MSC Cruises, Royal Caribbean International, and Aida Cruise Line
- The other half of the story is cargo. PortMiami in 2015...
- Handled more than 1 million TEUs, or 20-foot equivalent units of cargo
- Continued a \$1 billion capital improvement campaign that included a new port tunnel and the "deep dredge project" to prepare next-generation "Panamax" containerized cargo vessels.
- Accounted for 207,000 jobs and \$28 billion in economic impact.

# Sector Spotlights

## Life Sciences & Healthcare

When Alejandro Badia considered where to open OrthoNOW, his orthopedic-focused urgent care center, Miami rose to the top of the list. Not only does the community have thousands of children and adults active in sports, the area's growing number of innovative healthcare players created the ideal setting for his "disruptive force" in medicine.



Alejandro Badia, OrthoNOW

"The life science confluence creates an awareness for innovation," says Badia, who worked with The Beacon Council on signage permitting. He now has 10 franchises signed across Florida and Georgia. "There's so much going on it just creates a nurturing environment for a company like ours." OrthoNow has locations in Doral, Aventura, Downtown Miami and Pinecrest with more to come.

The sunshine may get the headlines, but healthcare and life science is serious business in Miami-Dade County. Life sciences are nothing new to the county. Since the 1950s, a host of biomedical, medical device and pharmaceutical companies have opened, grown, and thrived in the area's entrepreneurial scientific climate. It is one of seven target industries outlined in The Beacon Council's One Community One Goal Initiative and an area of continued focus and effort, according to Larry K. Williams of The Beacon Council.

Long home to such companies as Beckman Coulter, BD Biosciences, Cordis (a Johnson & Johnson company) and Merck, today the region has become a catalyst for continued research. Academically, centers of healthcare influence include Florida International University's College of Medicine and its Biomedical Engineering program, as well as Miami Dade College's life science education programs.

A longtime leader in healthcare, Baptist Health South Florida is one of the county's largest private employers with 16,000-plus employees and growing. Miami's Health District, the second largest in the country behind Houston, is anchored by the University of Miami Life Science Park with the University of Miami Miller School of Medicine, and six hospitals and various specialty care centers. The two million-square-foot facility is home to faculty, scientists, students, and life science entrepreneurs who have transformed the life sciences climate of Miami-Dade County – so much so that the first phase of the park is 98 percent leased.

"Miami is home to a growing number of tech and life science startups. We are also seeing more domestic, new to market and international companies entering the market," says Bill Hunter, director of leasing at Wexford Science + Technology, which operates the park. "Collectively, we see Miami as a thriving melting pot of innovation that is at the intersection of technology, medical devices and the life sciences."

The healthcare hub that Miami has become has provided employers a pipeline of qualified job candidates and an innovation-focused marketplace, says Penny Shaffer, Florida market president for insurance provider Florida Blue. The skilled workforce, combined with an "entrepreneurial spirit," only fuels further growth and innovation, she says.

"It's exciting and dynamic," she says. "It's something we need if we're going to transform the health-care system."

## Technology, Incubators & Accelerators

Start-ups and early stage businesses are finding fertile ground and welcoming hands in their efforts toward success. In fact, Miami ranked sixth in small business activity in the nation, according to the Kauffman Foundation.

These local organizations help entrepreneurs start and grow businesses:

- The Eugenio Pino and Family Global Entrepreneurship Center at Florida International University fosters growth among tech, family-owned, and other companies, and helps entrepreneurs through educational programs, networking events, and strategic partnerships with the Florida Small Business Development Centers (SBDC) Network and eMerge Americas.
- Venture Hive works with companies across key Miami sectors – hospitality / tourism, creative IT, financial tech, healthcare IT, and trade and logistics – to provide the support young companies need to grow their business. Its Miami Accelerator program takes 10 teams of tech start-ups on 12-week programs to create a scalable business model.
- Rokk3r Labs partners outside entrepreneurs with its strategists, creatives and engineers to design, build and launch companies in clusters

called "start-up cells" and a process called "Cobuilding." Acting with the speed and urgency of a true startup, the effort is focused on ideation, validation, design, technology, product roadmap as well as launch and growth of the company.

- EcoTech Visions incubator helps "green" product manufacturers, light industry and entrepreneurs with space to launch and grow companies focused on creating new jobs for low-income communities.
- West End Innovation District is a technology hub for research and development, internships and job creation boosting the economy in the western areas of Miami-Dade County.
- The LAB Miami is a Wynwood Arts District-based co-working space and creative campus that allows innovator, techie, and traditional professional "members" to plug into Miami's thriving entrepreneurial community.
- The Launch Pad at the University of Miami is an educational and support system for start-up businesses. Its educators have taught aspiring student and alumni entrepreneurs about "entrepreneurship as a legitimate career choice." To date, it has worked with 3,300 clients to create 270 companies and 800 jobs.



Tech Talks with Jim McKelvey and Larry K. Williams at eMerge 2016

# Entrepreneurship Blossoms in Miami-Dade County

The third-annual eMerge Americas conference this April saw a sellout crowd of 13,000 converge in and around Miami Beach – arguably among the world’s hottest emerging entrepreneurship and technology hubs.

That’s precisely what tech innovator, Manny Medina, had in mind. The man who founded, built and later sold to Verizon for \$1.4 billion the Internet data center and network operations “NAP of the Americas,” had a vision to transform Miami from a Latin American gateway to a hemispheric “technology” gateway.

eMerge accomplished just that – and has ridden his passion to global success. “The technology ecosystem in Miami has come a very long way in a very short amount of time,” says Xavier Gonzalez, CEO of eMerge Americas. “A number of efforts, most supported directly by the Knight Foundation, have transformed Miami into a global destination for entrepreneurs looking to launch and grow companies that target markets throughout the U.S., Latin America and Europe.”

Miami is a hotbed for entrepreneurship. The Kauffman Foundation’s index of startup activity in 2015 ranked the Miami-Fort Lauderdale metropolitan area second nationally in start-up activity among the 40 largest metro areas studied. It was second only to Austin, Texas, and 2015’s ranking was up one spot from the year prior.

The reason is clear; the ingredients are here. Schools, whether those in the Miami-Dade County Public School system or in various top-performing private schools, increasingly focus on in-demand STEM (science, technology, engineering and math) areas. County schools, for example, offer some 1,125 Advanced Placement courses.

Universities, like the University of Miami, Florida International University, and Miami Dade College, are training students in the technology and business disciplines. In April alone, some 2,200 of Miami Dade College’s 14,000 graduates were in the STEM disciplines. The school graduated another 2,300 business students.

Graduates are finding careers in Miami. International companies, many

of whom have showcased at eMerge, have gone from early to later stage to opening space around the region.

Investors are sensing the opportunities. Last year, investors said they didn’t know Miami had that kind of talent. This year, investors were approaching student presenters to explore opportunities. The event, and others that spring up to capitalize on its presence every year, have had a “catalyst effect” on Miami’s tech market, says The Beacon Council Chair-Elect Jaret L. Davis, co-founder and general counsel of eMerge and Miami co-managing shareholder of law firm Greenberg Traurig. It’s a successful model similar to what Art Basel created and now drives for the Miami art scene.

“What Art Basel did was evangelize the arts renaissance in Miami,” he says. “The true genius of eMerge is the evangelism of what’s going on in the tech ecosystem.”

Success stories mark the landscape. TOPP Solutions debuted in 1995 as a certified repair facility servicing manufacturers, insurance providers, and mobile network operators. Based in the West End Innovation District, the company’s strategic alliance with Florida International University School of Engineering seeks to create green jobs and internships. The company recently won the prestigious Beacon award for Corporate Social Responsibility.

Digital audience measurement service Local Measure worked with The Beacon Council to open its first U.S. office

**“The technology ecosystem in Miami has come a very long way in a very short amount of time. A number of efforts, most supported directly by the Knight Foundation, have transformed Miami into a global destination for entrepreneurs looking to launch and grow companies.”**

**XAVIER GONZALEZ**  
CEO OF EMERGE AMERICAS

in Miami – following locations in Sydney, Australia, London, Singapore, and Manila. Today, the company taps Miami’s innovation ecosystem to help serve its global customer base, says Ian-Michael Farkas, VP Americas for Local Measure.

Farkas arrived in summer 2014, met with local business leaders and successful tech companies. He also scouted New York, San Francisco, and Los Angeles. Given its growing tech infrastructure, lower cost of living, proximity to Latin America,

and strength of its hospitality sector, which the company serves, Miami got the nod, he recalls.

“The combination of factors that played into the equation made Miami more appealing,” he says. Since its arrival, the company has tripled its team. “For us, it’s proven that it’s been the right decision.”

At first glance, one might not surmise that strategic marketing firm Publicis Sapient Corporation would need a burgeoning tech center to call home. But when executives sought to create their “Center of Excellence” to promote collaboration between employees, partners and customers by combining its creative and technical talent with its business analytics and commerce technology divisions, 80,000 square feet in Coconut Grove became the ideal location.

Not only is Miami an emerging hub of entrepreneurship, so is the Grove, says Gaston Legorburu, chief creative strategist with the company. Several advertising and creative agencies are in his building, as is Sony Music’s Latin American headquarters. He eyed Austin and Toronto, but Legorburu was convinced Miami should be home for what now are 600 people – many of whom are “digital native” millennials raised on technology and eager to develop from junior creative and technology workers into strong creative talent.

“Our building is jam-packed with high-paying creative and technology jobs. And it’s transforming the Grove,” he says. “When we started, Miami was only known for U.S. Hispanic or Latin American marketing. Over the years, it’s proven to be a hell of an advantage.”

The halo is spreading, and companies from around the globe are taking notice, says Susan Amat, CEO/Founder of Venture Hive.

“Miami-Dade continues to shine internationally as a magnet for international startups and scale ups,” she says. “Our community is catching up in terms of home grown talent and the support ecosystem are now building local capacity to support the high growth companies and opportunities that are choosing to make Miami home.”

## Miami Tapped for White House TechHire

When the White House in March 2016 named Miami-Dade County a “TechHire” community, it made the city part of a national initiative to align colleges, universities and workforce organizations to empower Americans with the skills they need to thrive in the 21st century information technology marketplace.

Miami is ideally suited for the designation. Working together, The Beacon Council, Greater Miami Chamber of Commerce, Miami-Dade Chamber of Commerce, The Idea Center at Miami Dade College, The Academy of South Florida, CodeFever, Florida Vocational Institute, CareerSource South Florida, IronHack, LaunchCode, New Horizons Computer Learning Centers, and Wyncode, drafted a plan for the future. With “coding boot camps” and other traditional and online courses, the goal is to quickly train workers for well-paying jobs in the tech sector.

“This latest designation serves as further evidence that Miami-Dade is quickly becoming a hub for technology and entrepreneurship,” Miami-Dade County Mayor Carlos Gimenez said in a statement released by the White House.

# Global Status, Local Lure

When Brink's Regional Services announced in late 2013 that it would establish its Latin American headquarters in Miami-Dade County, it was only the latest company to find proximity to the Americas – from a U.S. city – an undeniable attraction.

For generations, Miami has earned global status as a cosmopolitan destination attracting companies ready to capitalize on the region's growth. After all, Florida is now the third-largest state and Miami-Dade with 2.7 million residents is larger than some states. The tri-county region (Miami-Dade, Broward, and Palm Beach counties) is home to almost six million residents.

With a multi-cultural and multilingual workforce, professional services versed in business practices from across the globe, and a business and cultural community as much at home in the U.S. as in almost any market around the world, it's little wonder companies are choosing Miami.

One of those companies was Bauducco Foods. The Brazilian manufacturer of baked goods arrived in Miami in 2005; with the help of The Beacon Council, it decided to expand its existing distribution and manufacturing operations, including launching several new manufacturing lines.

Eventually, the company's \$12 million investment in the local community will result in a new 69,000-square-foot facility, in addition to the more than 22,000 square feet they already occupy. Moreover, Foreign Trade Zone benefits, and proximity to PortMiami, Miami International Airport, and the third-party logistics providers the company relies on for shipping, make Miami an even more valuable U.S. destination to locate their business. It also helps that 25 percent of the company's sales are in the growing Florida market.

"The infrastructure is already in place. It's a good hub for companies to develop international trade," says Magda Alsina Lopez, the company's U.S. administrative and

financial manager, whose company considered Texas before deciding to stay in Miami.

The list of companies committed to the local community goes on. TOAC, the Spanish television production, distribution, and special events company, is making a \$3 million capital investment. SkyRoad International, the French luggage logistics company, opened its U.S. headquarters in Miami, adding 90 jobs and \$300,000 in new capital investment within three years. Given its proximity to PortMiami and the cruise industry, Miami becomes Skyroad's first U.S. location and the company's first venture into working with cruise lines.

For companies that operate across borders, Miami's role as a Latin American capital adds stability to their businesses. For mobile payments and banking operator, YellowPepper, transforming its Miami satellite office into the company's headquarters made sense, founder/CEO Serge Elkiner says.



Serge Elkiner, YellowPepper

The company partners with banks and financial institutions across the region to process more than 25 million transactions per month for four million active users. From early offices in Ecuador and Peru, the com-



pany moved to Central America. But something was missing. When raising capital or finding flights around the hemisphere, "It made sense to move to Miami," Elkiner says.

"Having our headquarters in Miami from a fundraising standpoint made us a different company and put us at a different status in the food chain," he says.

Some companies already at the top of their food chain still need the perks of location. That's what executives with AccorHotels, a global hotelier based in Paris with more than 3,700 hotels on five continents, believed when they decided to consolidate their offices from Dallas and New York in Miami, says company COO Dominique Colliat. From the company's new location in Doral, Colliat's team will oversee properties across North and Central America and the Caribbean, and more

easily work with Accor's Americas headquarters based in Sao Paulo, Brazil.

In that way, Colliat considers Miami a "bridge" that spans the hemisphere. Miami's role as a global, cosmopolitan city as attractive to leisure travelers as it is business travelers – including her own France-based executive team – made it a better fit than other contenders. Those included Dallas, Canada, and the Caribbean.

"People from Paris like to come to Miami," says Colliat, whose multi-cultural staff speak languages from throughout the hemisphere and whose visiting executives especially enjoy Miami's relaxing recreational offerings. "The new identity of Miami with this mixture of business and leisure is a good change. It intrigues a lot of people and becomes a center of development for us."



# Education:

## The Fuel of Workforce Growth

From grade school to grad school, employers are turning to Miami's impressive educational system to educate their kids, train their workers, and create future prosperity.

The county is home to one of the nation's largest – and highest-performing – public school districts and a host of nationally acclaimed private schools, thanks to 2014 Superintendent of the Year Alberto M. Carvalho, superintendent of Miami-Dade County Public Schools.

Miami-Dade's half-dozen colleges, universities and research universities help train the area's next-generation workforce, and have turned Miami into a college town known for talent development.

The educational opportunities available in Miami aren't lost on area businesses, economic development agencies, or

academic administrators. One effort, the Academic Leaders Council, brings together presidents of area colleges and universities and Superintendent Carvalho to discuss and plan how they can align curricula to meet business needs. Part of Miami-Dade Beacon Council's



Mark B. Rosenberg, Florida Int'l University



One Community One Goal (OCOG) initiative, the council's programs include the Talent Development Network (tdnmiami.com) – a “one-stop shop” for employers looking for interns.

Academic Leaders Council members include Barry University President Sister Linda Bevilacqua; Florida International University President Mark B. Rosenberg (Chair); Florida Memorial University President Roslyn Clark Artis; Miami Dade College President Eduardo J. Padrón; St. Thomas University President Msgr. Franklyn M. Casale; and University of Miami President Julio Frenk along with Carvalho.

“I challenge you to find a better educational ecosystem than we have here in Miami,” said Nelson Lazo, CEO at Doctors Hospital Baptist Health South and OCOG Co-Chair. OCOG is

also co-chaired by Mayor Gimenez and Matt Haggman, program director of the Knight Foundation.

“Aligning education to employers' needs is vital to keeping graduates, filling those talent needs, and attracting new businesses,” says Penny Shaffer, Florida market president of Florida Blue. “It's one of the most pivotal things that's been done as part of One Community One Goal. This level of commitment and the rigor they put behind it you just won't find in every other community.”

### Miami-Dade County Schools boast impressive academic achievements!

- 2015 four public schools ranked among top 100 high schools (US News and World Report)
- 2014 National Superintendent of the Year (Alberto Carvalho)
- 2012 Broad Prize for Urban Education

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# Building a Skilled Workforce is an ‘Economic Development Strategy’

When executives from ATR North America were weighing whether to relocate its American headquarters from Virginia to Miami Springs, one concern had to be overcome: the ability to find a skilled workforce. Their concerns quickly were quieted.

“One of our main concerns was whether we would be able to find employees with good skills, good training,” says Guillaume Gasparri, then-president of ATR Americas. “We were quite surprised that it was very easy to find...very good quality people. In addition, we found people who can speak English and Spanish and Portuguese.”

When it comes to their workforce needs, local employers look to Miami and its deep bench of talent. Employers turn to local career organizations and colleges to transform residents into qualified job candidates.



**“Our goal is to grow so a lack of a trained workforce will not be a deterrent for any companies or the local economy.”**

**EDUARDO J. PADRÓN**  
MIAMI DADE COLLEGE  
PRESIDENT

One such employer is digital technology firm Showroom Logic. The company chose Miami to expand its local office, in part because of the access to skilled workers coming out of Florida International University and other schools, says CEO Neal Gann.

“Through partnerships with local universities such as FIU, we’ve been able to leverage South Florida’s great young talent and train them to become Google- and Bing-certified digital marketing experts,” he said in a statement.

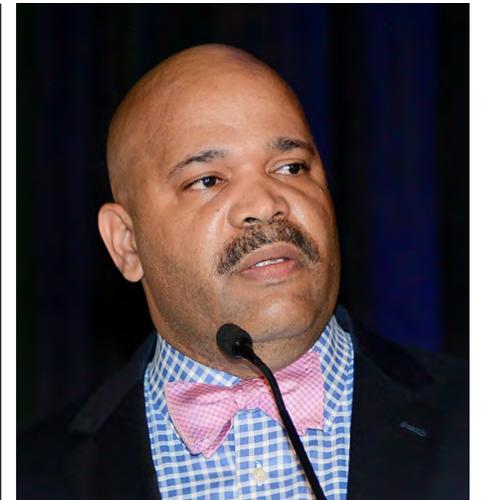
It’s a good time to be a job candidate in South Florida. College and universities are ramping up their efforts. Miami Dade College, for example, offers six degree options and more than 300 programs and pathways for its more than 161,000 enrolled students. With the largest undergraduate enrollment of any U.S. college or university, the school targets industries with the highest growth potential, like healthcare or IT, and aligns training with local business needs, says

Eduardo J. Padrón, the college’s president.

“We are basically the catalyst for the industry-business college connection in South Florida,” he says. “Our goal is to grow so a lack of a trained workforce will not be a deterrent for any companies or the local economy.”

At CareerSource South Florida, Miami residents are trained to become future employees in sectors targeted by One Community One Goal. Sectors include creative design (art, fashion); technology; life sciences and healthcare; hospitality and tourism; aviation; banking and finance; and trade and logistics.

“Education and workforce development are not a social services issue. They are an economic development strategy,” says CareerSource South Florida Executive Director Rick Beasley said about One Community One Goal. “Having a skilled workforce means Miami-Dade County is more attractive to employers.”



**“Education and workforce development are not a social services issue. They are an economic development strategy.”**

**RICK BEASLEY**  
CAREERSOURCE SOUTH FLORIDA  
EXECUTIVE DIRECTOR



# 'The Magic City'

## Delivers Magical Quality of Life

Fashion designer Rene Ruiz has lived and studied in Florence and Paris. He has opened or is planning boutiques in Georgetown, Washington DC; Chicago; and Boca Raton. He's had job offers at large New York design houses.

He could live anywhere he'd like, and probably entice some of his 60 employees to relocate with him.

But Ruiz, who showcases his designs at his Coral Gables boutique and manufactures them at a Hialeah site, isn't going anywhere, he says.

"I'm a product of Miami," says Ruiz, who arrived here from Cuba as a child. "There's something about Miami that always keeps me here."

He's not alone. From CEOs looking to

relocate businesses to a more desirable locations, to executives hoping to stay here, most cite a variety of attributes that make Miami their choice to live and work. Community leaders can also boast tremendous improvements in areas like education and crime that once hurt the community's image.

Alejandro Badia, MD, a hand surgeon and founder of OrthoNOW orthopedic urgent care center, was born in Cuba, raised in New Jersey, studied medicine in New York, and arrived in Miami 21 years ago to enjoy the tropics.

"I'm a water person," he says. "I like the lifestyle."

Like Badia, John Schappert could have founded his company, Shiver Entertainment, anywhere. He chose

Miami because of its lower taxes and business costs, higher quality of life, and lower cost of living, as compared to California.

"You can live here for less and live better," says the head of the tech gaming firm. "We can be located anywhere, so what better place to pick than one with a sunny, warm climate and a business-friendly environment?"

Then there's the culture. Miami has emerged as a cultural center of the Americas. Internationally acclaimed institutions include the Adrienne Arsht Center for the Performing Arts and Perez Art Museum Miami. Residents are excited for the forthcoming Patricia and Phillip Frost Museum of Science rising near PAMM on the Bayfront Museum Park on the edge of downtown.

Across Biscayne Bay in Miami Beach are Frank Gehry's New World Center, the New World Symphony and Miami Beach SoundScape; the Miami City Ballet; the Bass Museum of Art; Florida International University's Wolfsonian museum; and Art Basel

Miami Beach, one of the world's premier art events.

Of course, the Miami Heat, Miami Marlins, and Miami Dolphins play in Miami-Dade County, and The Florida Panthers play hockey to the north in Broward County. Both the ATP World Tennis and NASCAR host events in Miami-Dade, sunny days lure boaters, divers and fishermen to the Atlantic and Biscayne Bay, or golfers to any of the dozens of golf courses countywide.

Looking for a night out? Two restaurants – Joe's Stone Crab and Prime 112 steakhouse, both on Miami Beach – ranked third and ninth, respectively, on Restaurant Business magazine's list of highest grossing independent restaurants in 2014.

For his part, Ruiz might take clients or friends to The SOHO Beach House or for sunset drinks and dinner at the 19th Hole Bar & Grill at the Biltmore Hotel in Coral Gables.

"When you time it right," he says, "it's like magic."



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- #1 Happiest place in the U.S. to work, *Forbes*
- #2 Most startup activity, *Kauffman Foundation Index*
- #3 Job Growth in Financial Services in the U.S., *Headlight Data*
- #6 Small business activity nationally, *Kauffman Foundation*

## EDUCATION

- 1<sup>st</sup> U.S. school district to provide wireless connectivity to all its schools
- 4 Miami-Dade Public Schools ranked in top 100 nationally, Best High Schools, *US News & World Report*
- 5 Miami-Dade Public Schools ranked in top 10 in Florida, Best High Schools, *US News & World Report*

## INTERNATIONAL

- #1 Most international freight in U.S., *Miami International Airport*
- #1 Best City for Business in Latin America, *America Economica*
- #2 Most international flight passengers in U.S., *Miami International Airport*
- #3 Most international consulates, trade offices and binational Chambers of commerce of US cities

## LIFESTYLE

- #1 Florida county for healthy lifestyle choices, *Livability.com*
- #4 Healthiest city in US, *America Economica*
- #5 Walkability nationwide, *Walkscore.com*

## What Can Miami-Dade's Beacon Council Do For You?

The Beacon Council provides free, confidential, customized assistance to companies looking to expand or locate into Miami-Dade County.

### Services include:

- **Site Selection Assistance** — Identification and assessment of appropriate locations in the county.
- **Market Research and Demographic Information** — Demographic profiles, data on local infrastructure such as the airport and seaport, business data, and quality of life.
- **Business Costs Information** — Data on wages, office space costs, industrial space costs and taxes.
- **Business Incentives** — Strategic guidance and negotiation of local and state business incentives packages.
- **Permitting and Regulatory Assistance** — Support regarding county and municipal permitting and regulatory agencies.
- **Financing Programs and Assistance** — Identification of financing programs, such as the Industrial Development Bond program, that allow Miami-Dade businesses to expand and grow.
- **Labor Recruitment & Training Assistance** — Identification of agencies to assist with personnel needs including referrals to training programs that offer employer reimbursements.
- **Employee Assistance Relocation** — Assembly and coordination of a customized team to facilitate relocation, for example, residential real estate companies, banks, schools and moving companies.



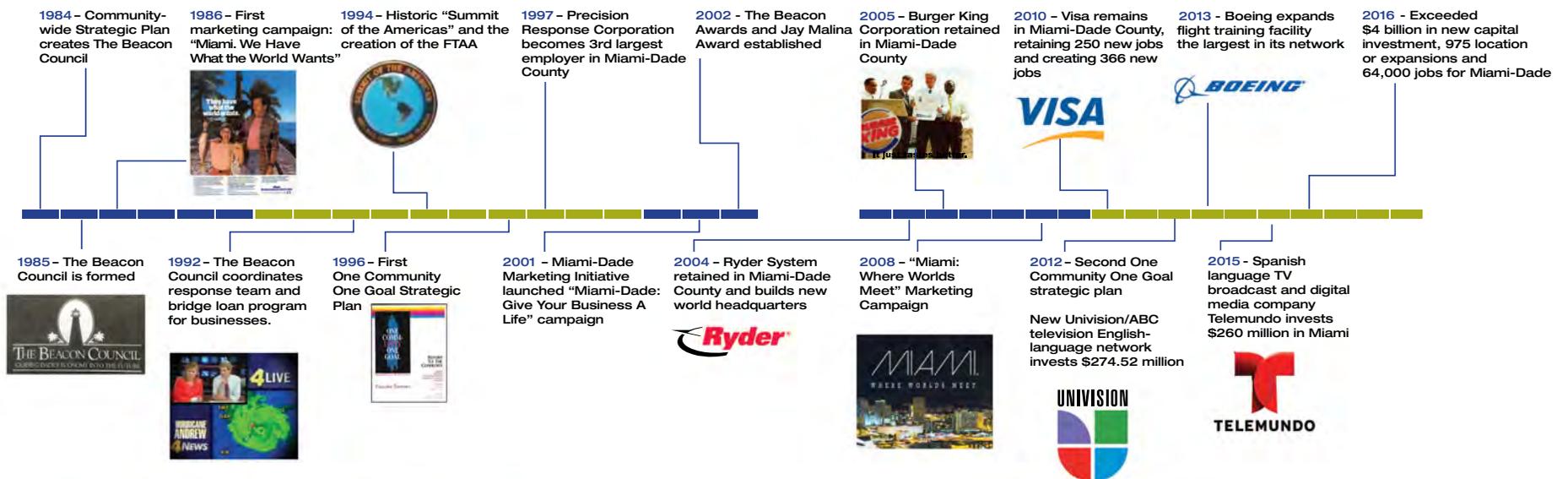
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